



US Army Corps
of Engineers®

The Road to Success

South Pacific Division Regional Business Center *Implementation of USACE 2012*



**Keeping the Corps Relevant By
Developing Human Capital for the
Future**

ONE TEAM, LEARNING ORGANIZATION, CAPABLE OF OPERATING VIRTUALLY



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The Environment - 2004

Customers say:

"Deliver cheaper, better,
faster."



- GWOT** - sharing of expertise; become more expeditionary
- P2** - cost, complexity, link to CEFMS (pay labor)
- New Chief of Engineers** - direction, priorities
- A76** - Brain Drain (leave early)
- Retirement eligible population** - youth outstanding
- Rising cost of living** in California (recruiting impact)
- Technical Expertise** - design build vs Regional Design Center
- Civil Works** - business line budgeting (reduce flexibility)
 - workload leveling (Capable Workforce)
 - shifting priorities (OM, CG, GI)
 - political (just in time funding)

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MILCON - build to lease housing



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Division

People ... Enjoy work, challenge

processes and implement new ideas,
feel they are vital part of regional
business center.

RBC ... Business-like, regional
team of district teams ...engineer
organization of choice.



USACE 2012

**DEEDS
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An O&M Organization:

Maintain Existing Infrastructure!

One Corps - Serving the

Nation: Caring: People are always first

Credible: Accountable, open, honest
engineer solutions - best analyses;
Corps seen as balancer of competing
interests - honest broker

Competent: Employ best technology -
all sources

Cost Effective: Best value engineers -
cost, quality, schedule

Customer Focused: Contributes to
Partner, customer, stakeholder
objectives

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Committed: Service oriented,



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What Does Right Look Like?

**Our Mission: Deliver Projects: Best
Quality, Least Cost, On Schedule through:**

Regional workforce development and workload leveling

Teamwork - regional and district identity

“One HQ” adds value to districts

Regional/USACE Standards and metrics - leading indicators

Speaking with One Voice - effective communications

***USACE Must Respond to Today's
missions Environment***



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What Are We Doing?

Revised Leader Development Program - 4 Tier; Utilization after Tier 3

Revised Awards Policy

Offered VERA/VSIP

Actively Supporting Competitive Sourcing - PWS team members

Personnel Head on regional strategic leadership team

Establishing Communities of Practice - technical expertise

Establishing Military Personnel Support System

Establishing Metrics - offered to take lead for USACE

Communicating to employees - *Listening*: unions, town halls,

“Friday Notes”
Key to Workforce Development: Develop and Leverage Capacity Within Region and Within Corps, Districts Cannot Go It Alone Anymore

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What Assistance Do We Need in Order to Develop Human Capital For the Future?

Personnel Support Mission: Assist Commanders While Serving Military and Civilian Employees to the Fullest

Be Responsive – accurate and timely; creative; challenge status quo

Actively Advise – broader than executing personnel actions (G1)

Set and Enforce Clear Standards

Actively participate in regional business deliberations

Create Flexibility – No More Pittsburgh situations

Assist with reshaping the headquarters

Keep One eye on the horizon and one foot in the mud.

Need relocation options - attract mid level

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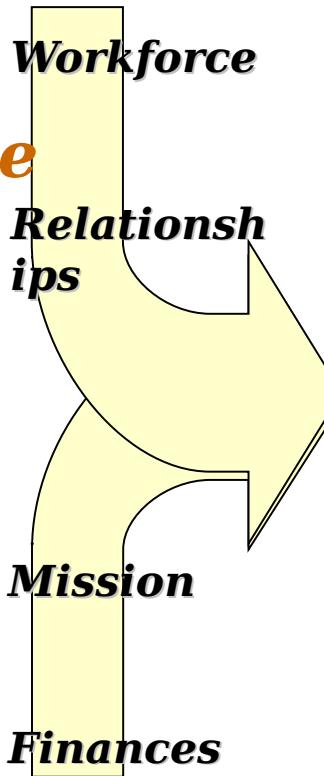


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Way Ahead - Developing the Campaign Plan

Jul '04 New Chief of Engineers

New District Engineers - 100% turnover in SPD



- Aug '04** USACE Senior Leaders Conference
SPD "DE Assessment Tour" - What works?
WCPOC and DE Workgroup- Initial Campaign Plan
- Sept '04** Draft SPD Campaign Plan
Prep for Command Strategic Review (CSR)
Performance Appraisals
- Oct '04** USACE Senior Leaders Transition Conference
SPD "4 Pack" - Draft Campaign Plan to Regional Management Board (RMB)
USACE PDT Conference
- Nov '04** 12 Engineers to Iraq
Dec '04 SPD CSR - Identify enablers
Implement Regional Performance Metrics
Begin Reshaping Regional Headquarters
- Jan '05** SPD Strategic Planning Conference - Final Campaign Plan

Jan '05 - - EXECUTE!



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Summary

To Ensure The Corps is Relevant in the Future:



- Have a sense of urgency about today's environment.
- Develop human capital regionally, nationally to support workload leveling efforts and expeditionary role of Corps.
- Actively participate in and contribute to strategic decision making and the *business* of our business.

Keep One eye on the horizon and one foot in the mud.



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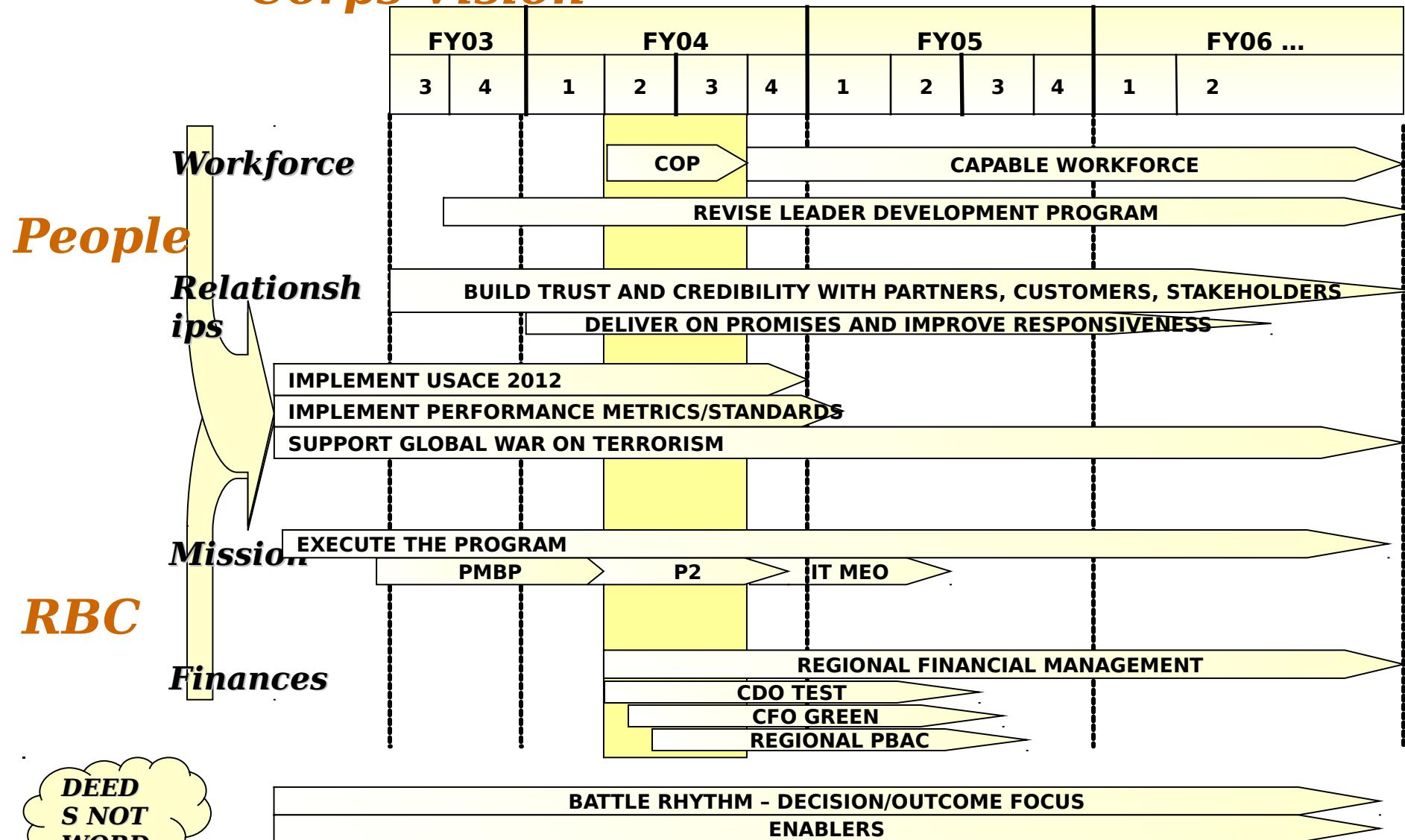
Backup Slides

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SPD RBC Roadmap - Achieving the Corps Vision



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